

Done	In Process	To Do	Longer term outcome
1. Recruitment: Hard to recruit areas			
Identify hard to recruit roles and recruitment hotspots	Ensuring systems in place that help proactive workforce planning by locality as a basis for more proactive and organised recruitment initiatives	Develop a planning tool using past SAP/OM Live Vacancy and Talentlink recruitment data and launch with hiring managers	Better understanding of future recruitment needs, ability to plan campaigns and recruit ahead of need
Identify hotspot areas for direct marketing approaches using emotionally engaging leaflets	Promoting job opportunities through partner agencies, such as 'Action for Care' and local communities	Reaching out through churches/community groups, sure start and NHS surgeries to try and attract those not claiming benefits but potentially under-employed. Organise more 'open days' for Learning Disability (LD) services showing films of work in homes and the positive interaction with residents	Wider understanding of the rewards of working in the sector in local communities
Continuing to keep selection criteria at a consistent and high standard to support Surrey's objectives for Adult Social Care (ASC)	Workshop to link values based selection tools to job families to ensure we employ people with the right values	Including value based questions in addition to competency based ones in interview process, to ensure fit and refresh questions. Evidence from partnership work with JCP suggests not everyone has the right values to work with vulnerable adults	Reduce time spent on resolving poor recruitment decisions
Attempting to convert more skilled locum and bank staff into permanent staff, through: - Limiting assignments to 12 weeks	Improve arrangements for securing locum staff with new agency staffing arrangements	Offering attractive career and development paths with relevant training and line management support Explore staff referral scheme for qualified roles	Reduce reliance on locum staff and ensure when needed quality is good

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Developed supportive Assessed and Supported Year in Employment (AYSE) programme and practice development strategy helping newly qualified social workers to develop necessary skills, confidence and resilience	Grow your own sponsorship scheme in place with limited numbers but high demand	Providing easier/more accessible pathways for staff to get qualified to Social Work (SW) or Occupational Therapist (OT), by: Open University - Looking into options of partly funding studies - Ensuring that staff have a guaranteed role after having qualified (requires workforce planning)	Lobby for more employer based qualification routes to recognise practical experience and manage training costs
Starting to analyse why it is harder to retain experienced staff – at 3 years post qualifying can join agencies as an experienced worker	Considering new post qualification training offer and how this could be shaped to retain staff through learning agreements and University partnership	Seeking a partnership agreement with neighbouring authorities on capping locum rates to help ease competition and reduce pay incentive to move	Have a career pathway that encourages staff to stay with us based on development opportunities rather than pay competition
2. High Volume recruitment			
New approach to filling high volume recruitment roles such as catering vacancies established	Introduction of talent pool approach for high volume roles for service delivery and learning disabilities	Areas need to be agreed & hiring managers shown how it would best work to maximise benefits	Once successfully established, explore setting up talent pools where candidates are selected and ready to start reducing impact of recruitment “lags” on service delivery
3. Employer Brand			
Strengthening the Council’s website and promotion of the Council’s employer brand	Collect staff stories and content to make site more engaging and promote using social media	Using positive statements from the new starter survey, adding to it by interviewing existing staff and locality team managers to identify strong ‘employer value proposition’ messages, which can be used across the service	Clear understanding of what working for Surrey is like

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Started review of social media strategy for recruitment and retention	Meet the teams' links with information about team managers and short videos/testimonials about what it is like to work there	<ul style="list-style-type: none"> - Promotion of varied career paths in Surrey's ASC with help of testimonials - Accessing social worker forums through social media to promote working for Surrey ASC - Asking the Head of Services and team managers to update and raise their LinkedIn profiles - Stress the variety in nature of roles within ASC, e.g. Residential Support Workers in Learning Disability homes vs. Corporate 9am -5pm roles - Sell 'how Surrey will invest in you' 	Developing and promoting an integrated, interactive ASC website with the latest developments in Surrey's ASC, supporting the message that Surrey is living its values, listening to their employees and continuously looking to improve to become an 'employer of choice'
4. Clear Offer to new entrants			
Promote apprenticeships in ASC, demand for 20 apprenticeships agreed. Rotational apprenticeship scheme in place	New job description (JD) being discussed for joint funding careers promotion post with health.	Organise more 'open days' for LD services (learning from success at Mellow Crescent), booking rooms locally showing films of work in homes and the positive interaction with residents. Target local schools & colleges	Through joint adult social care and health careers hub promote careers to schools and colleges in Surrey
5. Retention: Line Manager's Role			
Big improvement in appraisal completions – now at 98% complete	Appraisal discussions to include career development. Managers are proactive in identifying opportunities to act up/shadow/rotate	Agreeing and reviewing performance objectives in regular 1-2-1s with line managers to ensure sufficient support is in place to help new starters settle easily and perform well	Employees are clear about what is expected from them and how their career can progress in Surrey
Encourage use of 360 feedback in appraisals	Line managers ensure good work and behaviours is given recognition	Give teams more opportunities for external praise and acknowledgement through audits, celebrate personal achievements and share all positive feedback	Employees know when they are doing a good job

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6. Job Design			
Opportunities to support Career development in the service supported e.g. recent senior recruitment exercise	My career support linked to job families – new jds and job titles so opportunities are widely understood in the external labour market e.g. using social worker title rather than practitioner	Introducing ‘stepping up’ opportunities to support staff seeking to develop their careers through introductions to management opportunities, shadowing, acting up and CV/interview techniques	Clear sense of how employees’ career could progress in Surrey
Flexible working available, e.g. annualised hours contracts	Weekend working/8-8 working proved more popular in practice than anticipated	Developing systems that allow sharing skills across areas/team through shadowing, job rotation and multi-skilling opportunities. Managers more skilled in managing remote/flexible workers	The opportunity to work flexibly is understood as a key attraction to work for Surrey
7. Productivity			
Laptops rolled out to staff to allow flexible working	Improving access to systems in remote/shared locations still a challenge	Ensuring effective workload management systems in place, pilot started	Employees have the tools they need to do their jobs and have manageable workloads
Reviewed new induction process that ensures candidates start and are fully work ready	New joiners given necessary IT equipment and training at the start during structured 4 week induction	Continual improvements made to the induction process, eg support for part timers, more locations, mixing practice with training	Reduce time for employees to become fully effective in their role
8. Work Environment			
Better Place to work project completed reviewing all ASC workplaces	Issues raised in partnership sites being addressed or progressed though some will take time/investment.	Ensuring that there is more consistency in approaches to: flexible working; line management quality and support standards; performance management; and skills development support across all localities	Council employees work in a workplace where they feel valued.
Better understanding of why people leave	Data from SAP suggests increasingly employees are leaving for better pay/promotion	Re-introducing formal exit interview process and ensuring that issues raised are reviewed and addressed	Data from exit interviews systematically informs interventions that support retention

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9. Candidate/ New Starter Experience			
Ensuring that line manager is aware of, and prepared for, candidates start date. Using new starter feedback to improve induction process,	Improve candidates' experience of uncertainty during verbal offer to start date stage by ensuring main candidate contact holds all information and proactively updates candidate weekly	Helping new starters settle more easily and feel welcome and valued beyond formal induction phase: - Introducing allocated buddy and mentor schemes for all levels	Candidates have a good initial experience and feel they are joining a positive organisation
10. Recruitment Process			
'Value stream mapping' recruitment process review completed end of January 2015	With the help of the process review outcomes, streamline and shorten the average time of individual recruitment phases, to reduce the number of withdrawals in the process	Implement agreed action points, timings and responsibilities. DBS checks are the most frequent cause of delays	Recruitment process is as timely and efficient as possible
11. Partnership Approach			
Links to Kingston University SW dept established	Consider links to wider range of Universities and OT departments	Build closer relationships with Universities, such as Royal Holloway, Kingston, Brunel, South Bank and Kingston University and promote Surrey as an 'employer of choice'	The Council to be the destination of choice for SW & OT graduates
Pre-employment course with JCP to do taster course working in social care completed	Consider viability of schemes via JCP and widening attraction	Working more closely with 7 job centres in Surrey – skilling employer advisors to sell ASC by offering interactive workshops/ providing leaflets	ASC provides opportunities for those seeking employment/career change
12. Pay and Reward Strategy			
Comparative pay data for ASC services in the south east region has been obtained	Pay and reward strategy being under discussion with ASC Leadership team. To be considered by People, Performance and Development Committee later in the year	Promoting non-financial benefits such as: flexible working, personal development and career building opportunities, manageable caseloads; employee involvement; and good communication	New pay and reward strategy in place for April 2016
Monitoring progress			

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Analysis of current data sources	Agree data sources to track progress over time	Monitoring <ul style="list-style-type: none"> - length of recruitment process - number of withdrawals - first time fill rates - live vacancy rates 	Clear understanding of what works to improve recruitment and retention in ASC
		Measuring attraction through <ul style="list-style-type: none"> - improved ASC website - JCP - Community groups - Direct marketing - social media 	
		Measuring staff engagement through: <ul style="list-style-type: none"> - staff survey - new starter surveys - loyalty interviews 	